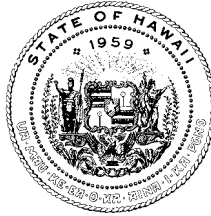


LINDA LINGLE  
GOVERNOR OF HAWAII



**STATE OF HAWAII  
DEPARTMENT OF LAND AND NATURAL RESOURCES**

POST OFFICE BOX 621  
HONOLULU, HAWAII 96809

**PETER T. YOUNG**  
CHAIRPERSON  
BOARD OF LAND AND NATURAL RESOURCES  
COMMISSION ON WATER RESOURCE MANAGEMENT

**ROBERT K. MASUDA**  
DEPUTY DIRECTOR

**DEAN NAKANO**  
ACTING DEPUTY DIRECTOR - WATER

AQUATIC RESOURCES  
BOATING AND OCEAN RECREATION  
BUREAU OF CONVEYANCES  
COMMISSION ON WATER RESOURCE MANAGEMENT  
CONSERVATION AND COASTAL LANDS  
CONSERVATION AND RESOURCES ENFORCEMENT  
ENGINEERING  
FORESTRY AND WILDLIFE  
HISTORIC PRESERVATION  
KAHOOLAWE ISLAND RESERVE COMMISSION  
LAND  
STATE PARKS

**DOCARE Audit – Issued: January 2006  
Detailed Recommendations for Department Implementation  
(Status as of February 1, 2006)**

**1. The Department of Land and Natural Resources should:**

- a. Develop a strategic plan covering department-wide issues and cross-divisional issues.**

At a minimum, the department should:

- address its vision, mission, values, goals, objectives, strategies, and action plans;

*On going – Annually, DLNR reviews and updates its goals, policies, objectives, timeframe and measures of effectiveness. These are translated into the annual Strategic Plan for the department.*

*08/05 DOCARE began requesting copies of strategic plans from other states with a similar natural and cultural resources enforcement program for review and consideration. The Division is also in the process of reviewing the National Department of Homeland Security's Strategic Plan.*

*11/05 DLNR's divisions instructed to review Strategic Plan and asked to revise previous planning efforts to address present conditions.*

*12/05/05 Final DLNR Strategic Plan was posted on DLNR's website.*

*01/11/06 Chairperson sent a memo to all DLNR division administrators asking them to review existing Strategic Plan for conformance with recommendations of DOCARE audit.*

- include in its planning process outside stakeholders such as the departments of Agriculture and Health, which share the State's overall *Environmental Protection* program goal; and the University of Hawai'i and the Department of Accounting and General Services, which share the State's overall *Culture and Recreation* program goal; and

*08/05 DOCARE began requesting copies of strategic plans from other states with a similar natural and cultural resources enforcement program for review and consideration. The Division is also in the process of reviewing the National Department of Homeland Security's Strategic Plan.*

*01/09/06 Chairperson sent memo to UH, DOH, Ag (directors and deputies & UH Chief of Staff) asking them to review conformance with recommendations of DOCARE audit.*

- direct each division, commission, and office, including the enforcement division, to develop strategic plans conforming to the department's strategic plan.

*On going – Annually, DLNR reviews and updates its goals, policies, objectives, timeframe and measures of effectiveness. These are translated into the annual Strategic Plan for the department.*

*12/05/05 Final DLNR Strategic Plan was posted on DLNR's website.*

*01/11/06 Chairperson sent a memo to all DLNR division administrators asking them to review existing Strategic Plan for conformance with recommendations of DOCARE audit.*

*01/26/06 Data Processing provided the Information Technology plan to be incorporated with other planning documents.*

**b. Evaluate the enforcement division's mission.**

In coordination with the administration, the Legislature, and the enforcement chief, the department should make policy decisions about whether expanded work that is loosely connected to its original conservation enforcement mission should be performed by the enforcement division or another state organization or a contractor.

*2004 - Experimental Ranger Program - This is an experimental program initially started with a grant from the Hawaii Tourism Authority. The first "Ranger" was stationed at the Ahihi-Kinau Natural Area Reserve on Maui. Subsequent Rangers are being placed at Haena Park (Kauai,) Ke Kahakai Park and Kealahou (Big Island,) Diamond Head and Kaena Point Parks (Oahu.) Others sites are under consideration for this initial experimental program. The ranger program helps DLNR better manage recreational areas for the protection of the resource and the enjoyment and safety of residents and visitors. The ranger program significantly supports efforts to manage, improve and protect. Rangers interact with guests to promote an understanding, awareness and respect for the natural and cultural resources and recreational opportunities. This guest interaction provides information on rules and regulations, health and safety concerns, resources and the cultural and natural history of the area.*

03/11/05 – Board of Land and Natural Resources adopts “Enforcement” Chapter of its overall Coastal Policy. Instead of focusing solely on the “enforcement” side, it is DLNR’s hope that through added outreach, education and cooperation with other agencies, the department will be able to prevent incidents from occurring before enforcement action is needed. DLNR’s preference is to foster voluntary compliance and prevent violations from occurring, before they lead to enforcement action. When a violation occurs, the damage to our natural and cultural resource may make recovery difficult or, in some cases, impossible. DLNR believes that the first step in preventing these violations from occurring is to educate the public about our natural resources. The Land Board’s policy expands outreach efforts, formalizes the Mauka-Makai Watch program, empowers all DLNR staff (not just DOCARE officers) to assist in enforcement matters and requests that appropriate violations be taken before the Land Board.

03/24/05 DLNR, The Nature Conservancy, the Community Conservation Network, and Hawaii Wildlife Fund partner in a new community program to help protect Hawaii’s natural and cultural resources. The “Mauka-Makai Watch” is patterned after the nationally successful Neighborhood Watch Program in which community members act as the “eyes and ears” for law enforcement to help deter, identify and report crimes. Local conservation organizations are working with communities to implement “Mauka-Makai Watch” in important coastal areas, and DLNR’s Enforcement Division is providing training to participants.

11/01/05 DLNR meeting with Chairperson, Deputy, DOCARE and DOBOR – it was decided that DOBOR is to take the lead and rewrite cruise ship security facilities plans for Lahaina and Kailua-Kona for DOBOR to be the lead and private security is to be presence at facilities, not DOCARE

12/19/05 DLNR 2007 supplemental budget request calls for over \$800,000 to place uniformed security personnel at State Parks and Harbors. Uniformed security personnel will be placed at 22 of our state parks and patrolling our harbors - they will curtail vandalism & break-ins, handle gates and by their presence will eliminate loitering and illegal activities. Presence serves as a deterrent to inappropriate behavior, provides assistance to and educates users, allows DLNR to monitor the resources and, ultimately, enhances protection of the resources and makes for a more enjoyable experience by all. DLNR enforcement officers spend approximately 40% of their time dealing with State Parks (15%) and Boating (25%) concerns. This program will free up time for DOCARE enforcement officers, allowing them to focus on natural and cultural resource concerns. This enforcement initiative calls for funding from the Parks and Boating Special Funds. This program is modeled after the security programs at airports, military

*installations (Schofield and Hickam use uniformed security), federal courts, UH and others.*

- c. Have its divisions develop performance measurement plans to determine whether progress is made on goals and objectives addressing the overall health of the natural resources.

Whether it be land, lakes, streams, marine waterways, wildlife, fish, or associated ecosystems, the enforcement division should make public its goals, objectives, and performance measurements.

*On going – Annually, DLNR reviews and updates its goals, policies, objectives, timeframe and measures of effectiveness. These are translated into the annual Strategic Plan for the department.*

*12/05/05 Final DLNR Strategic Plan was posted on DLNR's website – this included the DOCARE plan.*

*01/11/06 Chairperson sent a memo to all DLNR division administrators asking them to review existing Strategic Plan for conformance with recommendations of DOCARE audit.*

*01/24/06 DOCARE Administrators met with DHRD and DLNR Personnel in order to identify and clarify individual Officer performance expectations and guidelines to measure effectiveness. Issues discussed were analysis to identify critical areas and hot spots for enforcement; clarification of employee's duties and responsibilities including review of position descriptions, identification of goals and objectives for the division and its employees, communication with employees, methods and options to increase employee awareness and responsibility to achieve goals and expectations for performance.*

- d. Have its divisions that adopt rules collaborate with the enforcement division.

The divisions should:

- establish goals and objectives addressing the extent of compliance with laws and rules;

*On going – Annually, DLNR reviews and updates its goals, policies, objectives, timeframe and measures of effectiveness. These are translated into the annual Strategic Plan for the department.*

*Ongoing –DLNR divisions include DOCARE in rulemaking process.*

*11/05 DLNR's divisions instructed to review Strategic Plan and asked to revise previous planning efforts to address present conditions.*

*12/05 Final DLNR Strategic Plan was posted on DLNR's website.*

*01/11/06 Chairperson sent a memo to all DLNR division administrators asking them to review existing Strategic Plan for conformance with recommendations of DOCARE audit.*

- develop performance measurement plans to determine whether progress is made in achieving compliance; and

*On going – Annually, DLNR reviews and updates its goals, policies, objectives, timeframe and measures of effectiveness. These are translated into the annual Strategic Plan for the department.*

*Ongoing –DLNR divisions include DOCARE in rulemaking process.*

*11/05 DLNR's divisions instructed to review Strategic Plan and asked to revise previous planning efforts to address present conditions.*

*12/05/05 Final DLNR Strategic Plan was posted on DLNR's website.*

*01/11/06 Chairperson sent a memo to all DLNR division administrators asking them to review existing Strategic Plan for conformance with recommendations of DOCARE audit.*

*01/24/06 DOCARE Administrators met with DHRD and DLNR Personnel in order to identify and clarify individual Officer performance expectations and guidelines to measure effectiveness. Issues discussed were analysis to identify critical areas and hot spots for enforcement; clarification of employee's duties and responsibilities including review of position descriptions, identification of goals and objectives for the division and its employees, communication with employees, methods and options to increase employee awareness and responsibility to achieve goals and expectations for performance.*

- devise methods such as statistical sampling to estimate the extent of compliance with laws and rules.

*01/11/06 Chairperson sent a memo to all DLNR division administrators asking them to review existing Strategic Plan for conformance with recommendations of DOCARE audit.*

- e. To compete more favorably with other divisions, have enforcement division leaders use performance outcomes, derived from implementing recommendations 1c and 1d, as part of the budget process.

To make a more convincing argument to decision makers about the need for resources, the division should:

- have enforcement division leaders use strategies and action plans, developed from implementing recommendation 1a, as part of the budget

process to show legislators they have a plan to use the resources wisely; and

*2004 - Experimental Ranger Program - This is an experimental program initially started with a grant from the Hawaii Tourism Authority. The first "Ranger" was stationed at the Ahihi-Kinau Natural Area Reserve on Maui. Subsequent Rangers are being placed at Haena Park (Kauai,) Ke Kahakai Park and Kealahou (Big Island,) Diamond Head and Kaena Point Parks (Oahu.) Others sites are under consideration for this initial experimental program. The ranger program helps DLNR better manage recreational areas for the protection of the resource and the enjoyment and safety of residents and visitors. The ranger program significantly supports efforts to manage, improve and protect. Rangers interact with guests to promote an understanding, awareness and respect for the natural and cultural resources and recreational opportunities. This guest interaction provides information on rules and regulations, health and safety concerns, resources and the cultural and natural history of the area.*

*03/11/05 – Board of Land and Natural Resources adopts "Enforcement" Chapter of its overall Coastal Policy. Instead of focusing solely on the "enforcement" side, it is DLNR's hope that through added outreach, education and cooperation with other agencies, the department will be able to prevent incidents from occurring before enforcement action is needed. DLNR's preference is to foster voluntary compliance and prevent violations from occurring, before they lead to enforcement action. When a violation occurs, the damage to our natural and cultural resource may make recovery difficult or, in some cases, impossible. DLNR believes that the first step in preventing these violations from occurring is to educate the public about our natural resources. The Land Board's policy expands outreach efforts, formalizes the Mauka-Makai Watch program, empowers all DLNR staff (not just DOCARE officers) to assist in enforcement matters and requests that appropriate violations be taken before the Land Board.*

*03/24/05 DLNR, The Nature Conservancy, the Community Conservation Network, and Hawaii Wildlife Fund partner in a new community program to help protect Hawaii's natural and cultural resources. The "Mauka-Makai Watch" is patterned after the nationally successful Neighborhood Watch Program in which community members act as the "eyes and ears" for law enforcement to help deter, identify and report crimes. Local conservation organizations are working with communities to implement "Mauka-Makai Watch" in important coastal areas, and DLNR's Enforcement Division is providing training to participants.*

*12/19/05 DLNR 2007 supplemental budget request calls for over \$800,000 to place uniformed security personnel at State Parks and Harbors. Uniformed security personnel will be placed at 22 of our state parks and patrolling our harbors - they will curtail vandalism & break-*



*ins, handle gates and by their presence will eliminate loitering and illegal activities. Presence serves as a deterrent to inappropriate behavior, provides assistance to and educates users, allows DLNR to monitor the resources and, ultimately, enhances protection of the resources and makes for a more enjoyable experience by all. DLNR enforcement officers spend approximately 40% of their time dealing with State Parks (15%) and Boating (25%) concerns. This program will free up time for DOCARE enforcement officers, allowing them to focus on natural and cultural resource concerns. This enforcement initiative calls for funding from the Parks and Boating Special Funds. This program is modeled after the security programs at airports, military installations (Schofield and Hickam use uniformed security), federal courts, UH and others.*

- have enforcement division leaders aggressively seek federal grants.

**Current Listing of DOCARE Federal Grants**

**DLNR-DOCARE**

**Grant Summary - FY 2005-2006**

	<b>Total</b>	<b>Federal State</b>	
<b>Department of the Attorney General</b>	<b>\$ 200,000.00</b>	<b>75%</b>	<b>25%</b>
<b>Maritime Intelligence and Enforcement Program</b>			
<b>Project No. 04-DB-07</b>			
<b>Grant Period: 10/1/04 - 3/31/06</b>			
<b>Drug Enforcement Agency</b>	<b>\$ 469,784.00</b>	<b>100%</b>	<b>0%</b>
<b>Domestic Cannabis/Suppression Program</b>			
<b>Project No. 2005-56</b>			
<b>Grant Period: 1/1/05 - 12/31/05</b>			
<b>U.S. Dept of the Interior - Fish and Wildlife Service</b>	<b>\$ 509,500.00</b>	<b>75%</b>	<b>25%</b>
<b>Hunter Education</b>			
<b>Project No. W-21-HS-29</b>			
<b>Grant Period: 7/1/05 - 6/30/06</b>			
<b>U.S. Dept of the Interior - Fish and Wildlife Service</b>	<b>\$ 1,147,000.00</b>	<b>75%</b>	<b>25%</b>
<b>Hunter Education - CIP</b>			
<b>Project No. FW-1-DE-1</b>			
<b>Grant Period: 10/1/01 - 9/30/06</b>			
<b>State Civil Defense</b>	<b>\$ 217,000.00</b>	<b>100%</b>	<b>0%</b>
<b>Homeland Security Grant</b>			
<b>FY 2003 - Part I</b>			
<b>Grant Period: 4/1/03 - 3/31/06</b>			
<b>State Civil Defense</b>	<b>\$ 300,000.00</b>	<b>100%</b>	<b>0%</b>
<b>Homeland Security Grant</b>			
<b>FY 2003 - Part II</b>			

Grant Period: 5/1/03 - 4/30/06

State Civil Defense  
Homeland Security Grant  
FY 2004

\$ 332,986.00 100% 0%

Grant Period: 4/7/04 - 4/6/06

State Civil Defense  
Homeland Security Grant  
FY 2005

\$ 303,428.00 100% 0%

Grant Period: 10/1/04 - 3/31/07

**TOTAL \$ 3,479,698.00**

**f. Formally establish cross-divisional working groups to develop strategies and action plans.**

To encourage compliance, working groups should include the enforcement division and functional divisions, commissions, and offices responsible for adopting rules.

*Since 2004, DLNR has been using Multi-divisional Task Forces (Working Groups):*

Kawai Nui Marsh (DOFAW, Parks, Engineering, SHPD, CWRM, DAR, OCCL, Land & DOCARE);

Kealakekua Bay (DOBOR, Parks, OCCL, Land, DAR, SHPD, Historic Preservation, DOFAW and DOCARE);

Heeia (DOFAW, DOBOR, Parks, Land, DAR, CWRM, OCCL, SHPD and DOCARE);

Rockfall Hazard Assessment (CWRM, Land, Parks, DOFAW, DOCARE & Engineering)

Ahu O Laka (DOBOR, DAR, DOFAW & OCCL and DOCARE);

ORMP Update (CWRM, OCCL, DOFAW, DAR, DOBOR, SHPD, Parks, Land and DOCARE)

Mauna Kea Neighbors (DOFAW, Parks with Army, DHHL, OHA, Parker Ranch, Institute for Astronomy, Office of Mauna Kea Management, US Fish and Wildlife Service, Waikii Ranch and DOCARE)

**g. Have its divisions:**

- review progress against statewide *Environmental Protection* program goals and objectives as we recommended in 1c;

*01/11/06 Chairperson sent a memo to all DLNR division administrators asking them to review existing Strategic Plan for conformance with recommendations of DOCARE audit.*



- review progress against the goals and objectives established for compliance with laws and rules, as recommended in 1d; and

*01/11/06 Chairperson sent a memo to all DLNR division administrators asking them to review existing Strategic Plan for conformance with recommendations of DOCARE audit.*

- if goals and objectives are not met, conduct research to determine the best way to achieve them, including estimating the number of additional enforcement officers needed.

*01/11/06 Chairperson sent a memo to all DLNR division administrators asking them to review existing Strategic Plan for conformance with recommendations of DOCARE audit.*

#### **h. Review information technology staffing.**

To determine the types and quantities of positions needed to modernize the department's information technology systems as well as operate and maintain them, the department should:

- assign all information technology positions to a single office;

*01/13/06 - At the direction of the Chairperson, the Data Processing Coordinator is now reporting directly to the Chairperson and formal changes will be made once the organizational review is complete.*

*01/13/06 - The Personnel Office is currently reviewing the organization process and will be making a recommendation based on Human Resources policies that will accommodate an appropriate information technology structure.*

- *Three Data Processing Systems Analyst positions were identified and are located in the Boating (vacant), Historic Preservation (vacant), and Land (filled) divisions.*
- *The Bureau of Conveyances and State Parks divisions have a Data Processing Systems Analyst organized under the Data Processing office.*
- *This organization is supported by Administrative Directive (AD 77-2), which recommends that all data processing and telecommunications support personnel be administratively assigned and organized under the department's Data Processing or Telecommunications Coordinator(s). (Attachment 1).*
- *All future information technology positions are to be located in the Data Processing office and a coordinated effort will be made among the requesting divisions, Personnel office and the Data Processing office in order to preserve the integrity and security of the DLNR network. Information technology positions are unique from other positions since it includes systems development of hardware and software that is integrated into the existing network, affecting the connectivity of all clients and*

*services such as Internet, Intranet, e-mail, database applications, and file server data access.*

- place that office where it can be responsive to department-wide needs,

*01/13/06 At the direction of the Chairperson, the Data Processing Coordinator is now reporting directly to the Chairperson and formal changes will be made once the organizational review is complete.*

- *The Data Processing office reviews requests for telecommunications, computer hardware, and software, which will now require final approval by the Director.*
  - *Information technology policies and department-wide directives shall be reviewed and come directly from the Chairperson's office.*
  - *The actual physical location of the Data Processing office, can remain unchanged which would avoid unnecessary expenditures and telecommunications downtime due to rerouting of existing networking hardware, air-conditioning requirements, security, etc., which has been established over the course of many years and is functioning well.*
  - *Have the following Data Processing Analyst positions moved under the direct management of the Data Processing Coordinator. The positions will have projects that primarily pertain to its respective division; which parallels the existing operating structure of the Data Processing office and provides the necessary security and operative effectiveness toward network integrity.*
    - *Boating.*
    - *Land.*
    - *Historic Preservation.*
- have the data processing office chief attend weekly department staff meetings to give information technology the visibility it deserves; and

*Effective 01/10/06 Lila Loos is participating in weekly "Administrator Staff Meetings" as permanent member and added to "Administrators" grouping for e-mail distributions*

- form an information technology steering group to oversee information technology requirements and priorities towards that same end.

*01/13/06 In regard to technical connectivity, the Data Processing staff has been operating as the Information Technology Steering Group for the department for many years in the following areas: telecommunications, geographic information systems, network administration including remote administration, web design (internet and intranet), database development, data backup and security management. This action will continue.*

*As the technical connectivity issues increase with ever-changing technological advances and complexities amongst divisional needs; and if the intent of the recommendation is to provide more general, department-wide goals, priorities, content applications, and funding; this group should be comprised of the Director along with the manager from each division. The weekly department staff meetings should provide the appropriate forum to effectively satisfy this intent.*

**i. Add a radio engineer to the data processing office staff and provide the resources necessary to address short- and long-term communications issues.**

- in the short-term, have the radio engineer focus on improving the connectivity offered by the analog radio system by replacing many of the older radios and placing repeater antennas at strategic locations to eliminate “dead spots” and have the enforcement division provide officers with cellular telephones for backup communications; and

*01/13/06 The Data Processing office will be working with Forestry and Wildlife, Conservation and Resources Enforcement divisions, along with the Personnel office, to create and fund the telecommunications position.*

- in the long-term, continue participating in planning efforts to acquire a statewide radio system for public safety and seek a digital radio system that suits the department's needs and permits statewide interoperability among all first responders to provide improved public safety.

*01/13/06 The Data Processing office will be working with Forestry and Wildlife, Conservation and Resources Enforcement divisions, along with the Personnel office, to create and fund the telecommunications position.*

**2. The Division of Conservation and Resources Enforcement should:**

**a. Expand its policy manual to fully cover topics pertaining to the protection of natural and cultural resources.**

This should include:

- developing strategies for achieving higher compliance rates with laws and rules protecting natural and cultural resources; and

*2004 - Experimental Ranger Program - This is an experimental program initially started with a grant from the Hawaii Tourism Authority. The first “Ranger” was stationed at the Ahihi-Kinai Natural Area Reserve on Maui. Subsequent Rangers are being placed at Haena Park (Kauai,) Ke Kahakai Park and Kealahou (Big Island,) Diamond Head and Kaena Point Parks (Oahu.) Others sites are under consideration for this initial experimental program. The ranger program helps DLNR*

*better manage recreational areas for the protection of the resource and the enjoyment and safety of residents and visitors. The ranger program significantly supports efforts to manage, improve and protect. Rangers interact with guests to promote an understanding, awareness and respect for the natural and cultural resources and recreational opportunities. This guest interaction provides information on rules and regulations, health and safety concerns, resources and the cultural and natural history of the area.*

*03/11/05 – Board of Land and Natural Resources adopts “Enforcement” Chapter of its overall Coastal Policy. Instead of focusing solely on the “enforcement” side, it is DLNR’s hope that through added outreach, education and cooperation with other agencies, the department will be able to prevent incidents from occurring before enforcement action is needed. DLNR’s preference is to foster voluntary compliance and prevent violations from occurring, before they lead to enforcement action. When a violation occurs, the damage to our natural and cultural resource may make recovery difficult or, in some cases, impossible. DLNR believes that the first step in preventing these violations from occurring is to educate the public about our natural resources. The Land Board’s policy expands outreach efforts, formalizes the Mauka-Makai Watch program, empowers all DLNR staff (not just DOCARE officers) to assist in enforcement matters and requests that appropriate violations be taken before the Land Board.*

*03/24/05 DLNR, The Nature Conservancy, the Community Conservation Network, and Hawaii Wildlife Fund partner in a new community program to help protect Hawaii’s natural and cultural resources. The “Mauka-Makai Watch” is patterned after the nationally successful Neighborhood Watch Program in which community members act as the “eyes and ears” for law enforcement to help deter, identify and report crimes. Local conservation organizations are working with communities to implement “Mauka-Makai Watch” in important coastal areas, and DLNR’s Enforcement Division is providing training to participants.*

*12/19/05 DLNR 2007 supplemental budget request calls for over \$800,000 to place uniformed security personnel at State Parks and Harbors. Uniformed security personnel will be placed at 22 of our state parks and patrolling our harbors - they will curtail vandalism & break-ins, handle gates and by their presence will eliminate loitering and illegal activities. Presence serves as a deterrent to inappropriate behavior, provides assistance to and educates users, allows DLNR to monitor the resources and, ultimately, enhances protection of the resources and makes for a more enjoyable experience by all. DLNR enforcement officers spend approximately 40% of their time dealing with State Parks (15%) and Boating (25%) concerns. This program will free up time for DOCARE enforcement officers, allowing them to focus on natural and cultural resource concerns. This enforcement initiative calls for funding from the Parks and Boating Special Funds. This*

*program is modeled after the security programs at airports, military installations (Schofield and Hickam use uniformed security), federal courts, UH and others.*

*Internal DOCARE discussions scheduled for 02/02/06 with representation from each Branch to review audit recommendations and explore implementation.*

- ensuring leaders address the need for more waterborne patrols throughout the islands.

*Internal DOCARE discussions scheduled for 02/02/06 with representation from each Branch to review audit recommendations and explore implementation.*

- b. Translate high-level division-wide goals and objectives, developed as a result of implementing recommendations 1c and 1d, into branch expectations addressing the specific geographic areas of responsibility.

This should include:

- adding branch expectations related to enforcement actions at the branch level. Branch expectations should relate to enforcement actions necessary to achieve compliance including quality and timeliness; number of arrests, citations, investigations, inspections, parking tickets, warnings, contacts, boat boardings, education sessions, marijuana eradication raids, cruise ship security activities and so on; and

*Internal DOCARE discussions scheduled for 02/02/06 with representation from each Branch to review audit recommendations and explore implementation.*

- upon establishing performance expectations for branch chiefs, the enforcement chief should ensure actions are periodically reported so that the enforcement chief can monitor and coach branch chiefs and complete appraisals at the end of the reporting period.

*11/15/05 – Chairperson meeting with Dan Morrison of Hawaii Information Consortium (for eHawaii.gov applications) to discuss on-line opportunities for DOCARE violation report filing.*

*01/20/06 – Chairperson meeting with Dan Morrison, Lila Loos & Patti Edwards to discuss initiating DOCARE on-line violations filing (by officers, Mauka-Makai Watch volunteers and public,) mobile reporting/retrieving (PDAs) and Officer database search.*

*Internal DOCARE discussions scheduled for 02/02/06 with representation from each Branch to review audit recommendations and explore implementation.*

- c. Have branch chiefs translate branch expectations, received from division leaders after implementation of recommendation 2b, into expectations for field supervisors and work units.

Branch chiefs should also:

- have field supervisors translate work unit expectations into individual officer expectations;

*01/24/06 DOCARE Administrators met with DHRD and DLNR Personnel in order to identify and clarify individual Officer performance expectations and guidelines to measure effectiveness. Issues discussed were analysis to identify critical areas and hot spots for enforcement; clarification of employee's duties and responsibilities including review of position descriptions, identification of goals and objectives for the division and it's employees, communication with employees, methods and options to increase employee awareness and responsibility to achieve goals and expectations for performance.*

*Internal DOCARE discussions scheduled for 02/02/06 with representation from each Branch to review audit recommendations and explore implementation.*

- ensure work unit and individual expectations relate not only to sharing higher-level goals and objectives like protecting the environment and achieving compliance with laws and rules, but also to branch level activities such as quality and timeliness; number of arrests, citations, investigations, inspections, parking tickets, warnings, contacts, boat boardings, education sessions, marijuana eradication raids, cruise ship security activities, and so on; and

*11/15/05 – Chairperson meeting with Dan Morrison of Hawaii Information Consortium (for eHawaii.gov applications) to discuss on-line opportunities for DOCARE violation report filing.*

*01/20/06 – Chairperson meeting with Dan Morrison, Lila Loos & Patti Edwards to discuss initiating DOCARE on-line violations filing (by officers, Mauka-Makai Watch volunteers and public,) mobile reporting/retrieving (PDAs) and Officer database search*

*01/24/06 DOCARE Administrators met with DHRD and DLNR Personnel in order to identify and clarify individual Officer performance expectations and guidelines to measure effectiveness. Issues discussed were analysis to identify critical areas and hot spots for enforcement; clarification of employee's duties and responsibilities including review of position descriptions, identification of goals and objectives for the division and it's employees, communication with employees, methods and options to increase employee awareness and responsibility to achieve goals and expectations for performance.*

*Internal DOCARE discussions scheduled for 02/02/06 with representation from each Branch to review audit recommendations and explore implementation.*



- upon establishing performance expectations for field supervisors and enforcement officers, have branch chiefs and field supervisors monitor and coach subordinates throughout the year and complete performance appraisals at the end of the rating period.

*01/24/06 DOCARE Administrators met with DHRD and DLNR Personnel in order to identify and clarify individual Officer performance expectations and guidelines to measure effectiveness. Issues discussed were analysis to identify critical areas and hot spots for enforcement; clarification of employee's duties and responsibilities including review of position descriptions, identification of goals and objectives for the division and its employees, communication with employees, methods and options to increase employee awareness and responsibility to achieve goals and expectations for performance.*

*Internal DOCARE discussions scheduled for 02/02/06 with representation from each Branch to review audit recommendations and explore implementation.*

- d. Require branch chiefs to maintain frequent contact with field supervisors via radio and cellular phone during work shifts and require mandatory responses within specified timeframes.

In addition,

- branch chiefs should occasionally make surprise visits to field supervisors within their districts; and

*On-going Officers and Supervisors currently scheduled to periodically work off-hours.*

*Internal DOCARE discussions scheduled for 02/02/06 with representation from each Branch to review audit recommendations and explore implementation.*

- field supervisors should similarly maintain frequent radio or telephone contact with enforcement officers, require mandatory responses, and occasionally make surprise visits to enforcement officers while on patrol.

*On-going Officers and Supervisors currently scheduled to periodically work off-hours.*

*01/23/06 DOCARE currently identifying to actual costs associated with the purchase and deployment of cellular phones with each Officer.*

*01/23/06 DOCARE is in the process of identifying costs associated with upgrading the DLNR radio communications network in order to provide "full coverage" land mobile communications in all areas for the purpose of continued communications with staff at all times.*

*01/24/06 DOCARE Administrators met with DHRD and DLNR Personnel in order to identify and clarify individual Officer performance*

*expectations and guidelines to measure effectiveness. Issues discussed were analysis to identify critical areas and hot spots for enforcement; clarification of employee's duties and responsibilities including review of position descriptions, identification of goals and objectives for the division and its employees, communication with employees, methods and options to increase employee awareness and responsibility to achieve goals and expectations for performance.*

- e. Periodically schedule field supervisors and enforcement officers to work late evening and early morning hours.

To catch poachers and troublemakers off-guard, enforcement officers should occasionally patrol during off-hours. If staffing becomes available, personnel should also be scheduled to answer hotline calls during off-hours.

*On-going Officers and Supervisors currently scheduled to periodically work off-hours.*

*12/05 DOCARE is in the process of rehiring university students to act as radio / telephone operators during weekend and holiday periods.*

*January 2006 - "Help Wanted" notices have been setup at the University of Hawaii and Kapiolani Community College seeking college-age students for employment as a part-time (student helper) DOCARE radiotelephone dispatchers. The radio/telephone dispatchers will be assigned to man the complaint phone lines during the off hours thereby affording the caller a "live" person to respond to complaints related to natural and cultural resources violations.*

- f. Seek expertise elsewhere in the state or hire a consultant to help acquire a management information system and laptop computers or handheld computer devices for use in the field.

Specifically:

- have experts study enforcement division work processes, define management information system requirements, and identify commercially available software that meets requirements;

*11/15/05 – Chairperson meeting with Dan Morrison of Hawaii Information Consortium (for eHawaii.gov applications) to discuss on-line opportunities for DOCARE violation report filing, Parks reservations, Bureau filings and Boating vessel registration, slip fees.*

*01/20/06 – Chairperson meeting with Dan Morrison, Lila Loos & Patti Edwards to discuss initiating DOCARE on-line violations filing (by officers, Mauka-Makai Watch volunteers and public,) mobile reporting/retrieving (PDAs) and Officer database search*

*01/23/06 - DOCARE is in the process of identifying various options and the costs associated with electronic data collection, storage and retrieval.*

- seek necessary funds for such a management information system through the budget process; and

*11/15/05 – Chairperson meeting with Dan Morrison of Hawaii Information Consortium (for eHawaii.gov applications) to discuss on-line opportunities for DOCARE violation report filing, Parks reservations, Bureau filings and Boating vessel registration, slip fees.*

*01/20/06 – Chairperson meeting with Dan Morrison, Lila Loos & Patti Edwards to discuss initiating DOCARE on-line violations filing (by officers, Mauka-Makai Watch volunteers and public,) mobile reporting/retrieving (PDAs) and Officer database search.*

*01/23/06 - DOCARE is in the process of identifying various options and the costs associated with electronic data collection, storage and retrieval.*

- have experts assist in selecting laptop computers or handheld computer devices for use in the field and seek the necessary funds through the budget process.

*October 2005 - DOCARE & DOFAW began working with Alsea Geospatial, Inc ([www.alseageo.com](http://www.alseageo.com), President and founder of the company, John Gabriel), to develop an application to help our Conservation Enforcement Officers collect data in the field, and simplify their incident reporting. The system uses a TDS Recon (<http://www.tdsware.com/products/recon>) ruggedized PDA running Windows Pocket PC. Alsea develops custom programs for the TDS Recon, which is based on ESRI ArcPad. The application will allow our officers to know exactly on who's jurisdiction they are located, and will allow them to automatically fill in their incident reports on the PDA. The data, including the GIS data, can then be downloaded when they return to the office. This technology has multiple uses in law enforcement, incident response, and environmental management.*

*10/13/05 - introductory meeting Chairperson with Dan Morrison of Hawaii Information Consortium (for eHawaii.gov applications) to investigate on-line opportunities for DLNR divisions.*

*11/15/05 – Chairperson meeting with Dan Morrison to discuss on-line opportunities for DOCARE violation report filing.*

*12/8/05 Alsea Geospatial, Inc ([www.alseageo.com](http://www.alseageo.com)), ruggedized PDA with GPS, field demonstration conducted.*

*01/20/06 – Chairperson meeting with Dan Morrison, Lila Loos & Patti Edwards to discuss initiating DOCARE on-line violations filing (by*

*officers, Mauka-Makai Watch volunteers and public,) mobile reporting/retrieving (PDAs) and Officer database search.*

*01/23/06 DOCARE and DOFAW are currently working together to identify suitable handheld device to record data and text information on a real-time basis.*

*01/23/06 - DOCARE is in the process of identifying various options and the costs associated with electronic data collection, storage and retrieval.*

**g. Fill the training position in the staff development office.**

*The training position has been filled and recommendations will be incorporated into training program.*

This should be done as soon as possible. In addition:

- the trainer should develop a comprehensive, structured training program to ensure enforcement officers acquire and sustain the knowledge, skills, and abilities required to do their jobs;
- expand the use of training offered by county police departments and other law enforcement organizations to reduce branches' administrative burden;
- include conservation enforcement as a topic for "initial entry" training to new recruits and for "sustainment" training given to experienced officers;

*Conservation Enforcement training has already been established as an integral part of any "initial entry" training for new Officers. Each New Officer is required to complete all phases of entry training and each is required to satisfactorily complete his or her duties as identified in their job description. Only after one year of this initial training can the Officers be considered for reallocated to a journeyman position.*

- include boat handling as a topic for new recruits who do not have water experience;
- phase agility training into the curriculum and administer annual agility tests; and
- develop a system to keep accurate and complete records of the training provided.

*The training position has been filled and recommendations will be incorporated into training program.*

**h. Revitalize the volunteer program.**

To increase the number of volunteers available on weekends, when many resource violations occur, the division should:

- have the staff development office trainer ensure “initial entry” training programs are available on weekends; and

*The training position has been filled and recommendations will be incorporated into training program.*

*On-going Officers and Supervisors currently scheduled to periodically work off-hours.*

*03/11/05 – Board of Land and Natural Resources adopts “Enforcement” Chapter of its overall Coastal Policy. Instead of focusing solely on the “enforcement” side, it is DLNR’s hope that through added outreach, education and cooperation with other agencies, the department will be able to prevent incidents from occurring before enforcement action is needed. DLNR’s preference is to foster voluntary compliance and prevent violations from occurring, before they lead to enforcement action. When a violation occurs, the damage to our natural and cultural resource may make recovery difficult or, in some cases, impossible. DLNR believes that the first step in preventing these violations from occurring is to educate the public about our natural resources. The Land Board’s policy expands outreach efforts, formalizes the Mauka-Makai Watch program, empowers all DLNR staff (not just DOCARE officers) to assist in enforcement matters and requests that appropriate violations be taken before the Land Board.*

*03/24/05 DLNR, The Nature Conservancy, the Community Conservation Network, and Hawaii Wildlife Fund partner in a new community program to help protect Hawaii’s natural and cultural resources. The “Mauka-Makai Watch” is patterned after the nationally successful Neighborhood Watch Program in which community members act as the “eyes and ears” for law enforcement to help deter, identify and report crimes. Local conservation organizations are working with communities to implement “Mauka-Makai Watch” in important coastal areas, and DLNR’s Enforcement Division is providing training to participants.*

*01/23/06 Division is in the process of identifying primary and alternative funding sources to support and revitalize the Volunteer Officer Program.*

*On-going - Applications from potential candidates have been collected and are on file pending funding availability.*

- include equipment requirements for new volunteer recruits as part of the budget process.

*01/23/06 Division is in the process of identifying primary and alternative funding sources to support and revitalize the Volunteer Officer Program.*

*On-going - Applications from potential candidates have been collected and are on file pending funding availability.*

**i. Develop a policy for the use of shotguns or rifles.**

For patrolling hunting areas, a policy should be developed and:

- A small number of shotguns or rifles for each of the branches acquired;
- Necessary ammunition acquired; and
- Training for enforcement officers provided.

*On-going - Firearms Policy (rifles and shotguns) is already written and in service. Officers currently carry their own "supplemental" rifles and shotguns that are pre-approved by DOCARE for use and deployment in the Field.*

*01/23/06 Obtaining price quotations on the purchase of the most cost effective rifles and shotguns, ammunition, replacement parts and armorer's certification for state purchased and assigned rifles and shotguns.*

**j. Develop a policy for the use of all-terrain vehicles and dirt bikes.**

To patrol beaches and mountainous areas without dirt roads a policy should be developed, after which the division should:

- acquire a small number of all-terrain vehicles and dirt bikes for each of the branches;
- acquire necessary safety gear; and
- Provide training for enforcement officers.

*12/12/05 DOCARE began to review how they will identify all options, funding sources and costs associated with purchasing, training, storage, hazardous duty pay differential, and the establishment of written policies, licensing, safety and maintaining dirt bikes and all-terrain vehicles for assignment to field Officers and Supervisors. This information will be used to formulate a recommendation to the Department for review and consideration.*